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*America's Choice: High Skills or Low Wages.*

National Center on Education and the Economy.

June 1990, (p. 133)

[Emphasis added]

### Workplace Basics: The Essential Skills Employers Want (May 1990)

by **Anthony P. Carnevale**

Leita J. Gainer, Ann S. Meltzer,

James R. Houghton

Supporting information IV, SKILLS INVESTMENT TAXES: FOREIGN EXAMPLES

Germany, Sweden, Denmark, Ireland, Singapore, Japan ("Japan is required to contribute an average of one percent of payroll into the National Employment Insurance Fund") (p. 117)

"All of the foreign competitors we studied required firms to invest in developing and improving the skills of their workers...two forms... **Contribute and or required to contribute by assessed tax or levy.**" (p. 115)

*America's Choice: high skills or low wages.* (NCEE) June 1990. (p. 135)

### Behavioral and Life Skills Standards/Benchmarks

(Listed in the Mid-Continent Regional Educational Laboratory (McREL) Standards Compendium)

Many of the non-academic McREL Behavioral and Life Skills standards/benchmarks listed in 2002 are implied or explicit in Carnevale's *Workplace Basics: The Essential Skills Employers Want.*

### The Report of The Commission on the Skills of the American Workforce • June 1990

*America's Choice: High Skills or Low Wages* National Center on Education and the Economy

**Marc S. Tucker** (*America's Choice* co-author)

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**Badi G. Foster**

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Rear Admiral W. J. Holland, Jr., USN (retired)

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Lillian Lucy

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**Alan L. Wurtzel**

**James R. Houghton**

### SECRETARY'S COMMISSION ON ACHIEVING NECESSARY SKILLS (SCANS) 1992

(There are 12 SCANS documents — see *Tangled Web*, Appendix I, p. 49)

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Edward Aguirre, Aguirre International

J. Veronica Biggins, NationsBanks

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Thomas W. Chapman, Greater Southeast Healthcare System

**Paul F. Cole**, New York State AFL-CIO

Gloria J. Conn, Wayne County Regional Educational Service Agency

Gabriel Cortina, Los Angeles Unified School District

Frank P. Doyle, General Electric Company

Jay H. Foreman, United Food and Commercial Workers

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William M. Gregory, Gregory Forest Products

**Yvette Herrera**, Communications Workers of America

Madelyn P. Jennings, Gannett Company, Inc.

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Dale Parnell, Oregon Department of Education

Joan Patterson, UAW/Chrysler Department National Training Center

Richard E. Rivera, TGI Friday's Inc.

Roger D. Semeiad, RJR Nabisco Foundation

Tomas G. Sticht, Applied Behavioral and Cognitive Science, Inc.

Maria Tukeya, Bell Multicultural High School

Gary D. Watts, National Education Association

Sharyn Marr Weflein, High School Redirection

Gerald Whitburn, Wisconsin Dept. of Health & Social Services

John H. Zimmerman, MCI Communications

### SCANS — Government as a High Performance Employer

Commissioners/5, Members/18, General Recommendations/12

[How to implement Total Quality Management (TQM) Total Quality Control, Continuous Improvement by W.Edward Deming, J.M. Juran, and Philip Crosby.]

The U.S. Department of Labor's *What work requires of schools: A SCANS report for America 2000* (1991) is a key source cited in McREL's Life Skills standards/benchmarks.

While proposed and defeated during George Bush Sr.'s presidency, *America 2000* objectives later resurfaced in *Goals 2000: Educate America Act of 1994*, with two new goals added. Goals 2000 (H.R. 1804) was signed by President Clinton into law on March 31, 1994 (P.L. 103-227), whereupon a door opened to allow for a "national system of skill standards and certification."

### 1996 National Education Summit March 26-26, Palisades, New York

Forty plus Governors with leaders of business, educational reform proponents and representatives from such groups as the NEA, etc., to formulate a national plan of education reform.

"[Hijing practices within one year" (1996 National Education Summit Policy Statement, Palisades, NY, Mar. 27, 1996) by businesses that will give a job to only those students and retrained workers who can show that they have mastered the "content, performance and skill standards." The students "diploma, portfolios, certificates of initial mastery," certificates of advanced mastery, skill standards certificates and "other [records] as appropriate" will be entered on something like a "smart card" or a "digital portfolio" to "demonstrate to the businesses that they have the correct work preparation."

**Influential educators and others:**

**Ted Sizer** ..... **David Hornbeck**

**Secretary Riley** ..... **James Hunt**

**Marc Tucker** ..... **Chester Finn**

**1996 National Education Summit**—The Co-chairs selected the planning committee. Mr. Gerstner selected the business representatives; Governors Tompson and Miller selected the Governors.

**Governors**

**Bob Miller** ..... (D-Nevada)

**Tommy G. Thompson** ..... (R-Wisconsin)

**Roy Romer** ..... (D-Colorado)

**John Engler** ..... (R-Michigan)

**Terry E. Branstad** ..... (R-Iowa)

**James B. Hunt, Jr.** ..... (D-North Carolina)

**Business Leaders**

**Louis V. Gerstner, Jr.** ..... Chairman & CEO IBM Corp., (co-chair)

**John E. Pepper** ..... Chairman & CEO, Procter & Gamble Co.

**Robert E. Allen** ..... Chairman & CEO, AT&T

**John L. Clendenin** ..... Chairman & CEO, BellSouth Corp.

**George M.C. Fisher** ..... Chairman, Pres. & CEO, Eastman Kodak Co.

**Frank Shrontz** ..... Chairman & CEO, The Boeing Co.

On July 31, 1995, **Louis V. Gerstner, Jr.**, chairman and chief executive officer of IBM, gave the keynote speech at the National Governors' Association (NGA) annual meeting. During that speech, Mr. Gerstner proposed that the governors gather together for a meeting to discuss education.

NGA Chairman Governor **Tommy G. Thompson** of Wisconsin and Mr. Gerstner agreed to call the nation's governors and business leaders together for a Summit on education. (Taken from 1996 National Education Summit—Q&A).

### National Skill Standards Board (NSSB) at a Glance • Sept. 1996 Forum

Authority: National Skill Standards Act of 1994  
FY 1997 Appropriation: \$4 million

#### Board Members

**James R. Houghton** (retired CEO, Corning) Chairman *America's Choice*

**Bruce Carswell** (GTE) ..... Vice Chairs ..... SCANS

**Paul F. Cole** (New York AFL-CIO) Vice Chairs ..... SCANS

Hugh Price (Urban League) ..... Vice Chairs

**U.S. secretaries of labor** ..... Ex Officio ..... SCANS

**U.S. secretaries of education** ..... Ex Officio ..... SCANS

**U.S. secretaries of commerce** ..... Ex Officio ..... SCANS

**Business Representatives**

**James D. Burge** (Motorola) ..... SCANS

**Alan Wurtzel** (Circuit City) ..... *America's Choice*

Anne-Lee Verville (IBM)

William Crofty (Florida law firm)

Carolyn Warner (consultant, former Arizona schools chief)

Esteban Soriano (The Resource Group)

**Labor Representatives**

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**Yvette Herrera** ..... (communications) ..... SCANS

John T. Smith ..... (steelworkers)

Terrance Craney ..... (state education council)

Katherine Schrief ..... (municipal employees)

George Bliss ..... (plumbers and pipefitters)

Raymond J. Robertson ..... (bridge and iron workers)

**Other (education, community-based organizations, human resources, state/local government)**

**Herbert J. Grover** (professor)

William Weisgerber (former Michigan vocational education director)

Michael P. Riccardi (college president)

**Marc S. Tucker** (Nat'l Center on Education and the Economy) ... SCANS

**Vera Katz** (mayor, Portland, Oregon) ..... SCANS

Marcia Greenberger (National Women's Law Center)

Stephen Saylor (Gear for Sports)

[\*\*\*Important: Let's look back to the sixties and see the influence of American behavioral psychologist B.F. Skinner.]

(1) Programmed Learning...Evolving Principles and Industrial Applications, Jerome P. Foundation for Research on Human Behavior, Ann Arbor, MI, LC#61-13204, Ed., Lysaught, 1996.

"...In October 1960, businessmen and social learning, some of its current applications in business, and the outlook for the future. This is the report of their meeting....In planning the seminar held in October, 1960, **Eastman Kodak** and **IBM** representatives agreed to present and develop and use programmed instruction in their training programs." To read the full article about B.F. Skinner on the modern application of OBE, read "The History of OBE? Mastery Learning" by Charlotte Iserbyt in *The Christian Conscience*, (p. 52) Dec. 1996, Vol. 2 No. 11 Fax (515-262-9854) [Emphasis added]

**The "Entity" takes shape, now known as "Achieve" (nonprofit, nonpartisan)**

The "Entity" proposed at the March 26-27, 1996 education summit of governors (NGA) and corporate CEO's finally has a name: "Achieve." It signifies the group's (equally vague) goal: "to achieve better educational outcomes." The 12 governors and business leaders who planned the summit now forms the board of directors. Governor Terry Branstad (R-Iowa) declined a board position, Governor George Voinovich (R-Ohio) took the position.

**Governors**

**Bob Miller** (D-Nev.), Chair (called for the "smart cards" at the Mar. 1996 summit).

**Tommy Thompson** (R-Wisc.), Co-chair (see 1987 Wisconsin and Tele. Cont. Tangled Web, p. 4, 33)

**Roy Romer** (D-Colorado), Vice Chair

**John Engler** (R-Michigan)

**James Hunt, Jr.** (R-Ohio) (New)

**Corporate CEO's**

**Louis Gerstner, Jr.** (IBM), Co-chair

**John Pepper** (Procter & Gamble), Vice Chair

**Robert Allen** (AT&T)

**John Clendinin** (BellSouth)

**George Fisher** (Eastman Kodak)

**Frank Shrontz** (Boeing)

**Financial support:**

Pew Charitable Trusts (Jobs for the Future School-to-Work Toolkit) (see Tangled Web, p. 22)

The Mobil Corp. United Parcel Service (Education Week 10/23/96)

- Six corporations with directors on Achieve's board have pledged to contribute \$300,000 each over three years. (Education Week 10/23/96)
- Achieve's goals include providing a program and assessment tools among states and internationally and publishing an annual report that tracks progress toward achieving some of the commitments made at the summit. (Education Week 10/23/96)
- **Big Business** has pledged \$5 million to fund Achieve's work. The group will monitor state progress toward restructuring schools around standards and assessments, an effort motivated by Goals 2000. (Ed Facts publication of the Family Research Council 10/25/96) [Emphasis added]
- Most private ventures succeed based on their merit and popular demand for their goods or services. Achieve steps in to call the shots in schools with neither, but backed by the leverage of big government and boycott threats. Governors promised at the summit to restructure their state school systems within two years. **Corporations threatened to boycott states that did not comply.** (Ed Facts publication of the Family Research Council 10/25/96) [Emphasis added]

• "IBM's chief, Lou Gerstner, Jr., bluntly told the nation's governors in 1995 that they should 'confront and expel' anyone they saw as a barrier to achievement of the national education goals. He invited them to a summit last month at IBM's New York conference center. "We'll pull it all together," he said. Pull it he did. Gerstner ruled discussion of parental choice out of order, even though he conceded that the public education system is broken." **Gerstner clashed with Gov. George Allen (R-VA), behind closed doors when the conservative opposed national curricula and national tests. How could Gerstner force the governors to accept his edicts? He pointedly reminded them and the press that IBM is already the largest employer in North Carolina and Vermont. He enlisted other corporate bigs into making the same threat: reform our way or face a hiring boycott of your states.** (Ed Facts publication of the Family Research Council 10/25/96) (Inside D.C. The "Big Blue" Summit by Gary Bauer 5/2/96) [Emphasis added]

[Note: Look at past and present American Vocational Journals and see how often IBM advertises in their journals.]

**NEW STANDARDS GOVERNING BOARD**  
**Nov. 19, 1996**

(NSS = New Standards State) The NCEE/National Standards Governing Board sets the standards for the Certificate of Initial Mastery

- Delaune Eastin, State Superintendent, \*\*Chair, Pete Wilson, Governor ..... (California-NSS)
- William T. Randall, Commissioner of Education. → **Roy Romer**, Governor ..... (Colorado-NSS)
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- Judith Johnson, Asst. Superintendent, Saul Yanofsky, Superintendent ..... (White Plains)

**Others**

- **Marc S. Tucker**, National Center on Education and the Economy
- **William E. Brock**, Annapolis, MD
- **Lauren B. Resnick**, Co-Director of New Standards
- Marian Wright Edelman, Children's Defense Fund
- Keith Geiger**, National Education Association (NEA)
- Robert Blaser, University of Pittsburgh
- Edmund Gordon, Yale
- Sonia Hernandez**, California Department of Education
- Leon Lederman, Fermilab
- William L. Lepley, Milton Hershey School
- Arturo Madrid**, Trinity University
- Shirley M. Malcom**, American Assoc. for Advancement of Science
- Phyllis P. McClure, Education and Equity Consultant
- Warren Simmons, Philadelphia Education Fund
- Thomas Sobol, Teachers College, Columbia University
- Raul Yzaguirre, National Council of LaRaza

The information above [Emphasis added by present author] and the following quote below were taken from: A Report on the Work Toward National Standards, Revised Jan. 10, 1997, Diana@Fessler.com or see http://www.fessler.com

"WHO SITS ON THE NEW STANDARDS GOVERNING BOARD? ...the standards for the Certificate of Initial Mastery are set by the Governing Board of New Standards, a 65-member body ... Accordingly, I contacted New Standards and requested a current list of board members and received the following response:

Dear Ms. Fessler,

The **New Standards Governing Board consists of about sixty people** [Emphasis added Fessler]... **The New Standards Board of Trustees is the same board that governs the National Center on Education and the Economy, as well as the other organizations located here.** The other organizations are the Workforce Skills Program, which [sic] guidelines are laid out in 'America's Choice: high skills of [sic] low wages,' and the **National Alliance for Restructuring Education**, who's [sic] hallmark is the Certificate of Initial Mastery." (p. 17) [Emphasis added Fessler]

**The Center for Learning and Competitiveness**  
7100 Baltimore Ave., Ste. 502, Univ. of Maryland at College Park, MD 20740, 301-403-4375 / Fax 301-403-4382

http://www.puaf.umd.edu/CLC/

The Center for Learning and Competitiveness (CLC) works with American practitioners and policymakers to apply lessons from international education and training systems to policy development and system design in the United States. ...As the United States moves forward with comprehensive efforts to link education reform and workforce development initiatives in communities across the country, ...By helping U.S. policymakers and practitioners understand the best practices and current trends in other countries, CLC helps to ensure that American innovation builds on the experience of others and aims to achieve outcomes of the highest international standard.

The longer-standing and more sophisticated education, job training, and labor market systems in Europe have already served a valuable role in inspiring and informing key national, state, and local initiatives. Understanding European experience has been invaluable. ...The range of activities include: ...bringing European experts to the U.S. to work with state leaders in education and training reform efforts. CLC's primary focus for the past three years has been in the field of School-to-Work Opportunities Systems. We are especially knowledgeable about component part of international systems and how they can be adapted in U.S. system reform efforts. These component parts include: career majors, integrated curriculum, and teacher development, career guidance, labor market systems, and issues in system-building, such as governance and finance and the role of the social partners.

Some of CLC's recent programs have included a European study tour for the Southern Regional Education Board and the National Center on Education and the Economy, a European travel fellowship program for journalists, and international Peer-Learning Program, and a technical assistance consultancy to the Maryland State Department of Education. <http://www.puaf.umd.edu/CLC/whats.htm>

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- Herbert Grover**, Professor, University of Wisconsin—Greenbay
- Vera Katz**, Mayor, Portland, Oregon
- Engenia Kemble**, Assist. to the President, American Federation of Teachers
- Hillary C. Pennington**, President, Jobs for the Future (Tangled Web, p. 17)
- Dr. Peter Reuter, Professor, University of Maryland, School of Public Affairs
- John R. Mckernan**, Governor, Maine (Tangled Web, p. 19)
- He called for SCANS to be put into Federal Law
- William B. Rouse

→ **Marc Tucker, NCEE, America's Choice, etc., etc., etc.**

Anne Heald, Executive Director CLC

**CLC Publications**

- Designing Quality Programs
- Career Guidance Practices in Northern Europe
- Education for Employment in the New Economy
- The Role of Standards Assessment and Credentialing in Educating the High Performance Worker
  - School-to-Work Transition in the U.S.
  - Pathways to Success
- Creating a National Training System
- International Forum on Learning and Competitiveness
- Study of the Cost and Benefits of Vocational Training in Germany

**National Board for Professional Teaching Standards**  
(NBPTS Board) 26555 Evergreen Rd., Ste. 400, Southfield, MI 48076 810-351-4444, Fax 810-351-4170 (Look up)

http://www.nbpts.org

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→ **Marc Tucker**

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